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# OFFICE OF TRAINING BULLETIN

NUMBER 45



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# The Bulletin Board

## OTR BULLETIN TO BE PUBLISHED BI-MONTHLY

Starting with this issue, the OTR Bulletin will be published on a bi-monthly basis. Every effort will be made by the Office of Training to anticipate training developments for announcement in the Bulletin within new bi-monthly publication dates. As usual, OTR will use the medium of the Special Bulletin as the need to announce interim training items arises.

## COURSES SCHEDULED FOR AGENCY RESERVISTS

In 1959, for Agency reservists exclusively, the Office of Training will again offer two-week courses in selected operational subjects which will meet active duty for training requirements. The schedule and administrative details are outlined in a memorandum, dated 8 January 1959 and released by the Reserve Affairs Branch of MPD, to all reservists in Army and Air Force Units.

These are special abbreviated courses and no regular constructive

credit is given for completion. Anyone who needs the regular program in operational subjects should be enrolled through appropriate channels, but supervisors may wish to use these two-week courses as an opportunity for reservists to obtain some special operational training.

## OVERSEAS CORRESPONDENCE COURSES (ELEMENTARY GRADES)

For teaching children of overseas employees, the Calvert School, Baltimore 10, Maryland, offers correspondence courses, for grades one through eight. Accredited by the Department of Education of the State of Maryland, the school is a member of the Educational Board.

All necessary materials for home study as well as a detailed day-by-day instruction manual planned for the inexperienced home-teacher are included in the courses.

Further information may be secured from the Information Branch, RS/TR, extension 4625.

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LANGUAGE TRAINING  
AVAILABLE AT FSI

Within the next few months, offices throughout the Agency will be requested to make annual estimates of training requirements for the next fiscal year. Traditionally, language instruction has been the most difficult to plan for in estimating these requirements. The normal medium of instruction for Agency personnel is in the program conducted internally by the Language and Area School, OTR, and in the off-duty hours instruction also under LAS auspices. However, it is frequently necessary for the Registrar to arrange for external language training to accommodate requirements that do not fit in with internal capabilities or with the scheduled internal programs. A most desirable alternative is that of the language facilities of the Department of State conducted by its Foreign Service Institute. To assist in improved planning for language training needs of the Agency, some details of the opportunities at FSI are summarized.

Courses are full time and are available to other departments and agencies of the Government on a space-available basis. Programs range from 10 to 30 months in length and are conducted at the Institute in Arlington Towers, at the Language and Area Schools in Taichung, Tokyo, and Beirut, and at the field schools in Nice, Frankfurt, and Mexico City.

Intensive or full-time training, consisting of 6-class hours daily for a minimum of 16 weeks are regularly offered in French, German,

and Spanish. Occasionally classes are available in Italian and Portuguese. These begin in alternate months throughout the year. Beginning 14 September 1959, and meeting 4 to 6 hours daily for 10 months, courses will be conducted in Bulgarian, Burmese, Chinese, Czech, Greek, Hindi or Urdu, Hungarian, Persian, Indonesian/Malay, Polish, Russian, Serbocroatian, Thai/Laotian, Turkish, and Vietnamese.



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Selection of Agency employees for attendance at any of these programs requires prior consideration by a Qualifications Review Panel, composed primarily of language specialists of LAS, and the Training Officer and supervisor concerned. Anyone interested in additional information on other language training opportunities at FSI may call the Information Branch/R/TR, extension 4625. Arrangements for registration are made by the Registrar/TR, extension 4005. All supervisors and Training Officers are requested to allow R/TR at least one month lead time for the local courses.

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INTELLIGENCE ORIENTATION EXHIBITS  
SCHEDULED IN FEBRUARY AND MARCH

The Intelligence School, OTR, will have its regular Support and Intelligence Products Exhibits in the R & S Auditorium in February and March. Both exhibits are presented during the current runnings of Intelligence Orientation courses. In the case of the Intelligence Products Exhibit only, 12 March, invitations are extended to representatives of the USIB.

The schedule is:

Support Exhibit

1400 - 1600 hours

11 February

11 March

Intelligence Products Exhibit

0930 - 1200 hours

12 February

12 March

SIXTH TRIMESTER, VLTP,  
HAS LARGE ENROLLMENT

The sixth trimester of the Voluntary Language Training Program began on 7 January with a total enrollment of 384. The original number of requests for OTR's before or after-hours classes was 409; twenty-five were not able to be enrolled because of an insufficient number of requests for a particular language

course. (OTR requires a minimum of five requests for a language at a specified level as a basis for organizing a class.)

The 384 currently in attendance make up a total of 58 classes, in a total of 15 languages.

CLERICAL SKILLS QUALIFICATION TESTS  
SCHEDULED FOR FEBRUARY AND MARCH

Tests in shorthand and typewriting for employees required to meet Agency standards will be held:

9 February

2 March

16 March

Typewriting 1315 hours

Shorthand 1400 hours

They are given in Room 508 1016 16th Street, N.W. Supervisors should register employees for tests through Personnel Placement Officers.

Those whose test results show that their typing and shorthand skills are below the level expected of Agency personnel can take refresher courses given in OTR's regularly scheduled Clerical Refresher Program. The date of the next program can be found in the Registrar's Reminders; later dates are listed in OTR's Long-term Schedule.

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FALL ISSUE OF  
STUDIES IN INTELLIGENCE  
NOW AVAILABLE

25X1B The fall issue of the Studies in Intelligence contains articles on the defector program, the workings of the [redacted] a confession and plea from a scientific thief, and an excursion into counterintelligence. There is a spy story on the adventures of a lone radiophoto agent, some ideas on getting thoughts into words, a lexicographical exercise on intelligence and a self-examination of an intelligence consultant. In addition to two book reviews on CIA, the General Counsel explains what may happen if Congress asks CIA to produce some information and the Director says "no".

25X1C The winter issue, due out in late February, will carry a personal report on the Geneva nuclear-test-ban meetings and the four U. S. papers [redacted]

25X6 [redacted] ods. It will include an article on communications intelligence in World War I and one on agent radios in World War II. It will also touch on the training Soviet intelligence officers get and what went wrong [redacted]

25X6 [redacted] The index to past issues, requested by some readers, will appear in this number. Copies of almost all past issues are still available at the office of the editor, 2032 R & S Building.

The editors request, however, that readers' attention be called to the new NOFORN restriction on the journal, which extends retroactively. The Studies would not be able to

discuss the problems of the U. S. intelligence community with the frankness which has made the publication a valuable one if it were to be released to foreign nationals. Individual articles, to be sure, can be considered on their own merits for use in liaison with foreign services, provided their connection with the Studies is not revealed; it is the existence of the journal itself which should be held privy to the U. S. intelligence community.

GOING OVERSEAS  
IN A SUPPORT JOB?

If you are going overseas, certain qualifications are mandatory: first, you must be qualified to perform the duties of the position for which you have been selected. But in addition, you must have other qualifications of a more personal nature, such as ability to work well with people, to adapt yourself to your new surroundings not only at work but in your social life, to make allowances for the differences in native points of view, and to carry your share of the over-all mission of the field station. This last attribute is as important as being well qualified to perform the functions outlined in the position description.

It is very difficult to draw a definite line of demarkation between support and operations; actually, the support officers are an integral part of all projects carried out by field stations. Finance Officers, Logistics Officers, secretaries - all will find in many instances that

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their responsibilities extend well beyond station accounting, procuring of supplies, and taking and transcribing dictation. They are there to do all they can to aid in the operations conducted by the case officers.

Office of Training's publications, the Bulletin and Catalog of Courses, and then schedule as much operational support training as possible in advance of leaving for your overseas post.

If you are going overseas, how can you be sure that you are adequately prepared to perform support activities? One of the answers could be either by on-the-job training or by headquarters training.

Training taken at headquarters can often be substituted advantageously for on-the-job training. Although all training that is done under close, direct supervision is invaluable to the trainee, on-the-job training does have one major drawback: loss of time. If, when you reach your assigned post, you are equipped to handle your support activities, your time might be more profitably used in acquainting yourself with other aspects of your job. Headquarters training presents you with simulated field problems; it introduces you to interdependent operational and support situations. Thus when you arrive at your field station, your basic training will have been accomplished, allowing you to concentrate more completely on the station's requirements.

Such training courses as Administrative Procedures indoctrinates clerical personnel in basic procedures of administration and administrative support. Operations Support, designed for officer personnel, gives instruction in Tradecraft Principles and in Administration. Consult the

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Mr. Dulles, General Cabell, and Colonel White

Address Personnel of OTR

The following remarks are taken from addresses by Mr. Dulles, General Cabell, and Colonel White at the annual Christmas meeting of the Office of Training:

Mr. Dulles

"My really great ambition is to help in building up Career Service. If I can do even a very little in that respect, I will feel that it has been a real accomplishment. I want to strengthen the Agency from within, not from without, with those with training and experience, not with those who are amateurs in the business. The only way we can do that is through having, as we have, the Office of Training. I've gone over your curriculum (I do it each year), and I have a feeling that this year we have reached a degree of competence that exceeds that of any other year. That ought to be so. We ought to get better each year, and I think we have succeeded.

"The JOT corps is one of the most thrilling in the Agency. It's with them that I hope we will build our future directors and deputy directors, the heads of sections and divisions.

"In the Office of Training we have been developing, too, along modern lines. We have to be modern. We have to give a bow to science, technology, and all of the gadgets that make us more efficient. Of course, sometimes in the past we thought that it was enough to have a good gadget; we didn't realize that the more complicated the gadget, the more adept must be the person who operates the gadget. So we do require techniques; the machine can't do it alone. It takes men and women with know-how to run the machine, and the more sophisticated the machine gets, the more sophisticated must we be to keep up with the age of science.

"But I don't mean, in saying that, to indicate that we should become a mechanized Agency. We must be a very human Agency. For in the future, as in the past, we will need the human agent. Occasionally in my speeches I've suggested that, maybe unfortunately, we are getting a little out of the Mata Hari era into the era of science, but that is only partially true. The final payoff is going to come as always from the well-trained agent and from the able, ingenious case officer who knows how to select the agent and how to see that the agent makes the most out of his opportunities. This we shall continue to develop and

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Mr. Dulles (contd)

continue to stress. For that work, training in ingenuity and resourcefulness plays a vital part. And I think we must also emphasize, as I know you are doing, the extreme importance of training that brings us to understand other people.

"This is the time of year when Colonel White and I and many others, particularly General Cabell, have been wrestling with the budget. It's always good to get that out of the way by Christmas, and I hope that the first wrestle is behind us, although more will be coming up as we deal with Congress. We've had to take a bit of a cut, not over last year, but over what we thought we needed. It will mean that we will have to do more and do better with fewer people. I don't mean that any drastic cut is to be initiated; I don't believe that any of you need have any worries on that score. I think I am going to cut off the old codgers like myself rather than the young people. We're going to have to start at the top. In any event, we have to increase our efficiency, to cut our ranks to some extent, and, by cutting, to promote those who are making this a career.

"But I was very heartened yesterday. We had a visit from Senator Humphrey, who remarked that he had seen our representatives in various parts of Europe, and he wanted to tell us that he was greatly impressed with the training that these people had, by the way they conducted themselves, and by their competence and efficiency. Now this year, in connection with their trips, quite a number of leading members of Congress have been taking the time to talk to our people, and I have been encouraging that. Several other Congressional leaders who have recently returned have had the same encouraging remarks. This has been most gratifying; I can't tell you how much that is going to help when we start the next hurdle of getting our budget approved by the Congress.

"Now in looking ahead to the general problems: we live in a troubled world, and we're probably going to continue to live in one. It's a world of challenge, a world that has a particular challenge for our type of work. As I've mentioned to you before in my annual visits, there's hardly a day when we do not have to cope with some new and difficult assignment because we are faced in the world with the techniques of communism and the great power, military and subversive, technical and otherwise, of the international Communist movement. A great share of our work goes into developing the techniques and training to deal with that particular threat. I hope sometime in the future to have as extensive training courses as they have. At the present time, the Russians take a lot longer to do what we try to do in forty-eight weeks. I imagine they give twice or three times as much time to training as we do. I frankly think that we are smarter than they are, and I think we can and will do it in less.

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Mr. Dulles (6)

"I don't see any real reason to be discouraged as we look around the world. I have a feeling that what Krushchev has done about Berlin has been done from a little bit of frustration in view of his lack of progress in Western Europe, where there has been a consolidation and strengthening of the Free World. For example, in France the Communist Party, as far as representation in the Parliament is concerned, has been reduced to a fraction - to ten from 150. In Italy real progress has been made. In the rest of Western Europe, the Communist parties have been reduced to positions of political impotence, although underground they still have subversive strength.

"However, when we look to other parts of the world, we do see disturbing signs. We can't expect, and should not have expected, that all the new countries of the world could put into effect our type of democratic-republican government whereby the people have a full voice in the selection of their leaders and wherein the defeated party accepts the role of the loyal opposition. That will come. That will require education. There have been many military dictators, but those military governments have not, for the most part, been pro-Communist. Many have been anti-Communist and have helped to meet the Communist menace.

"We will go through changes and developments of that kind which are not all discouraging. They are part of a new and evolving world. Never in past history have so many countries been born as in the last few years, and naturally their early childhood is going to be a turbulent and a troublesome one. But I think more and more throughout the world there is a growing knowledge of what communism means. I was quite encouraged by the reports I had this morning containing a roundup of what happened in the Ankara conference where there were representatives of several score of free states and of colonial areas, not official representatives but unofficial, who, despite all the temptations of demagoguery, produced reasonably moderate resolutions and who seemed to have an understanding of world problems far better than I would have expected.

"I do want to thank you for your great contributions, and to express again my sincere faith in the training systems that we are developing and improving year by year. I look forward to co-operating with you in the common enterprise next year and, I hope, in the years to come."

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General Cabell Field personnel will be interested in the following remarks made recently by the Deputy Director to members of the Office of Training at Headquarters:

"I'd like to talk briefly about an all-year-round theme and a subject perhaps for a New Year's resolution for the Agency: that of efficiency. Every year in support of the <sup>Organization</sup> ~~CIA~~ program, the Director and I - and others - appear before the Bureau of the Budget and the congressional committees. It's essential that we go before these people knowing, without reservation in our hearts, that resources in <sup>the Organization</sup> ~~CIA~~ are being used with a maximum of efficiency. There are formal reporting mechanisms in existence which aim at giving us this assurance, but these formal mechanisms never give the whole story. There is always the danger that management facts may be different from worker facts, and the difference may be extremely important.

So today I am appealing to the informal; that is, to the spirits and attitudes of all <sup>Organization</sup> ~~Agency~~ employees to accept, along with the senior executives, the responsibility for identifying, digging out, and eliminating inefficiency, and thus insuring that our personnel is in full gear. This task can be a keg of worms, but if everyone goes at it seriously, the need for more formal and undesirably rigid approaches diminishes.

This is one of our greatest challenges. Our <sup>Organization</sup> ~~Agency~~ is doing very well generally. This past year we have absorbed many chores; in fact, over 400 man-years of work without increases in personnel strength. We are producing a better product and responding with increased competence on every front. While we can't, because of the nature of our business, blow our horn loudly over our ~~intelligence~~ accomplishments, each of us can personally be proud of them. But let's not rest on our laurels. Let's not give way to that trait of human nature to be eternally on the lookout for a place to park. If water rests, it stagnates; if we rest, we rust. So it is the job of all of us to put up 'No Parking' signs for ourselves and for our colleagues. Inaction and inefficiency must go; flexibility and competence must expand. Our motto should be 'No Parking Here.'

Now what can the Office of Training do about this? Your courses provide the opportunity for <sup>Organization</sup> ~~Agency~~ employees to become more flexible, more capable, and, we hope, more efficient. But there is always the question: Are we training all the right people?

Last year, I asked you to come up with new and positive ways of unleashing the creative energies of our people and of increasing our over-all competence. This year, I'm going to remind you of an old saw which may offer further challenge. You have all heard the saying 'The operation was a success, but the patient died.' Most of our training has been efficient, but is it doing the patient as much good as it should? Our employees have learned, but have they been able to convert their learning to on-the-job situations or does their job performance

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General Cabell

remain substantially as it was before their training? Let's look into this in the coming year. If the answer is yes to this latter question, then we may have inefficient use of our resources. If our training courses are practical and well-developed, application will normally follow, wanting only for the opportunity.

"However, I fully support the <sup>Organization's</sup> ~~Agency's~~ need to train people in subjects which today may not be immediately applied. This is necessary if we are to grow. It is particularly true of language training where lead time is a key factor. But wherever possible, let's not allow our efforts to be frustrated. Of course, in no event should the tail wag the dog. But, assuming that the training is based on sound requirements, let all of us be sure that there are no practices or organization inhibitions which restrict or block application of new skills.

"~~Next year~~, <sup>Organization</sup> take your places in identifying and cutting out inefficiency and deadwood. Spread the word. Continue to do a good job of training in order to make people want to take your courses. Continue to look for new ways to get employees into your hands who should have training. The task will be tougher this coming year than in years past. We shall all be competing more than ever with tight ceilings, heavy workloads, and priorities, but we must all get into the act of doing our share to move the ~~Agency~~ <sup>Organization</sup> and its products forward. So let's make the operation a success and have the patient live.

"Some of you may recall the story about the erection many years ago of the statue of General Robert E. Lee in Richmond. Someone made the comment that it would take a lot of horses to pull all of those tons of metal all the way uptown, whereupon someone replied, 'Horses! Don't let's have horses pull General Lee. Let's pull him ourselves!' The idea caught like wildfire and swept throughout the city. Pulling on that cable, on the prescribed day, were rich men and poor men, lean men and fat men, white men, black men, school girls, and even society matrons, tripping about on their spool heels. Amid the laughter and tears, the songs and cheers, they drew the General's statue in triumph to the place where it sits today, looking out toward his beloved Southland. As soon as it reached its destination, every person wanted a piece of that rope; and for days afterwards, he would pull a small piece of hemp from his pocket, hold it up, and with pride say to his friends, 'I had hold of the rope. Did you?'

"If we are to accomplish our complex mission, we need ever-increasing skill and competence; this fact spells 'training' in capital letters. Each of us should be able to say 'I had a hold on the rope.'" 

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Colonel White

"As some, but maybe not all, of you know, the Office of Training will have been a part of the Support organization for four years on the sixteenth of February. I am extremely grateful for all the support that you have given the Agency and me during these four years. I have come to know Training much better each year, and I believe that the job Training does is one of the most interesting of any Support component because it cuts across all the lines and gets into every part of the Organization.

"I follow the work in the Intelligence School more closely than, I'm sure, the people in that School realize. Most of your basic courses are there; the Intelligence School has all the administrative or support courses, such as Management, Budget and Finance, Clerical Refresher, and others. As we look forward to 1960, I think we will have to be careful to see whether we have the right priorities in the Intelligence School. I have been very much impressed with the flexibility of this School, with its ease in setting up new courses, and with its efficiency in carrying them out.

"I spent an afternoon just last week with the School of International Communism. I was extremely well pleased with what I heard from them and impressed with the amount of their activity during the past year. But I was disappointed to learn that Agency interest in the School of International Communism had dropped off some 40 per cent in the last year. It seems to me that the Introduction to Communism and the other basic courses would be a 'must' for almost every individual in the Agency, regardless of the work he does, if he could possibly be spared to attend.

"I have also spent some time with the Language and Area School, but I am not sure in the language school whether we are meeting the requirements of the Agency according to our priorities. I think we have made an excellent beginning in getting people to study languages; we have a lot of people studying a lot of languages although I'm not sure we have the right people studying the right languages. We will have to take the leadership in sharpening up the priorities, in deciding what languages we are going to teach, and in trying to have the people who need certain languages to take those languages. It's inconceivable to me, for instance, that we have only two people studying Chinese. I believe during my visit that several Russian language courses were canceled because of an inadequate number of students. We have a responsibility to bring this home to the people in the Agency outside the Office of Training and to see whether we can't sharpen up our priorities.

"I've been down to the training base several times observing some other aspects of the Operations School, and I am always very greatly

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Colonel White (contd)

impressed with the excellence of the instruction, as is everyone else whom we take there. In 1960, however, we in the Operations School will have to ask ourselves again whether we are placing the emphasis on courses where we can strike pay dirt, whether we are teaching old courses, or whether we are putting too much effort into ones that no longer pay off. This is a question of constantly changing priorities; here again, we will have to take a very careful look at ourselves.

"I think our present JOT class is extremely outstanding. Our new program for the JOT's is going to be a great improvement over what we have had in the past, and I believe I can speak not only for myself but also for every other senior official in the Agency in saying that we support the JOT Program wholeheartedly.

"Your Assessment and Evaluation Staff continues to do a good job. This year there have been more and more people who realize the extreme importance of the contribution the A&E Staff makes. It has become of greater use, I believe, to senior supervisors and to the Security, Medical, and Personnel Offices.

"I have seen some good results in my dealings with your Support Staff this year. As you may or may not know, we turned the mess down at the training base over to a private contractor and got some thirty-two people off the rolls. Through that staff we are trying further to reduce personnel.

"All this adds up to two questions that we can ask ourselves for 1960. To state them very generally: Can we do any more than we are now doing on the same amount of money? Can we do what we are now doing with less money? Of course, this will always be an objective, and as Mr. Dulles has told you, our budget for the Agency shows no increase over our present level. Priorities are highly competitive on an Agency-wide basis for the funds and for the people. Every component of the Agency is going to have to live within approximately this year's level; and if there are increases in one component, then, theoretically at least, there will have to be decreases in some other component. While I don't think anyone desires to reduce the level of our training program or to place any less emphasis on training than we are now placing, the indications, as far as money goes, are that we will not have any more money to spend than we have had in the past. We could well have less. I think the same holds true with regard to personnel. I don't believe that we want to devote any less effort to training than we now do, but I think that we will have to look very hard at the priorities of training.

"As to priorities, it is easy to say, and in the Support side of the house I hear this said ten times a day, 'Well, I can't control this. It depends on what people ask me to do.' However, in 1960, not only you in

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Training but the Support organization as a whole is going to have to take greater leadership in knowing its capabilities and in placing limitations on meeting its requirements. You will have to say to the person who is placing those requirements, 'What do you want us to do? We can't do it all, so we're going to have to set up these priorities.' It will be up to Training and other Support components to take the lead in this rather than to say, 'We can't honor this request.'

"I can give you a very good example. During the fiscal year 1958, we had to issue 40,000 ballpoint pens in this Agency because people could go to the supply room and get them for nothing. Something for nothing also applied to training. As long as external training comes out of other people's budgets, as long as all a person has to do is to say 'I want this course given' and get it, people are going to ask for, and expect to get, things that they could not have, and probably should not have, if we lined everything up on a priority basis.

"Therefore, the big problems facing us all are these: Can we do more with the same amount of money? Can we do what we are doing now with less money? Where do we stand with regard to priorities? Are the old courses still good? Should we have some new ones or should we modify the ones we have? Should we cut out some of them in order to take on new courses? Within that framework is the big challenge for 1960."

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LANGUAGE AND AREA TRAINING

Dates for submission of requests to Registrar/TR for full-time study have been established well in advance of the starting dates of the courses so as to ensure sufficient time for the Qualifications Review Panel to consider each application. The panel's approval for this type of study must be obtained before registration of the individual can be authorized.

Applications for full-time and for part-time study should be sent through the Training Officers to the Registrar/TR, 2623 Quarters Eye, on or before the registration date. Students who have completed Phase I of a part-time language course are required to submit applications for the second phase of instruction.

All full-time language study includes instruction in reading, speaking, and writing; part-time is as indicated.

Full-time Study

<u>Course</u>	<u>Registration Date</u>	<u>Dates of Course</u>
French (Basic)	16 Feb	30 Mar - 28 Aug
French (Intermediate)	Immediately	2 Mar - 8 May
German (Basic)	Immediately	23 Mar - 14 Aug
German (Intermediate)	Immediately	30 Mar - 5 Jun
Korean (Basic)	Immediately	After 1 Apr
Spanish (Basic)	Immediately	16 Mar - 31 Jul

Part-time Study

Arabic - Jerusalem (Basic) RSW - Phase II Three 2-hour classes a week	9 Mar	23 Mar - 14 Aug
Chinese (Basic) RSW - Phase II Three 2-hour classes a week	16 Feb	2 Mar - 24 Jul
French (Basic) Reading Three 2-hour classes a week	23 Mar	6 Apr - 12 Jun

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Part-time Study (contd)

<u>Course</u>	<u>Registration Date</u>	<u>Dates of Course</u>
French (Basic) RSW - Phase III Five 2-hour classes a week	23 Mar	6 Apr - 12 Jun
French (Intermediate) RSW Three 2-hour classes a week	Immediately	16 Feb - 24 Apr
German (Basic) Reading - Phase I Three 2-hour classes a week	16 Mar	30 Mar - 5 Jun
German (Workshop) Reading One 1-hour class and one 3-hour class a week	16 Mar	30 Mar - 5 Jun
German (Basic) RSW - Phase II Three 2-hour classes a week	16 Feb	2 Mar - 24 Jul
German (Intermediate) RSW Three 2-hour classes a week	16 Feb	2 Mar - 8 May
German (Basic) RSW - Phase I Three 2-hour classes a week	16 Feb	2 Mar - 24 Jul
Greek (Basic) RSW - Phase II Five 1-hour classes a week	16 Feb	2 Mar - 24 Jul
Italian (Intermediate) RSW Three 2-hour classes a week	16 Feb	2 Mar - 8 May

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Part-time Study (contd)

<u>Course</u>	<u>Registration Date</u>	<u>Dates of Course</u>
Japanese (Basic) RSW - Phase II Three 2-hour classes a week	9 Mar	23 Mar - 14 Aug
Polish (Basic) Reading Three 2-hour classes a week	16 Feb	2 Mar - 12 Jun
Romanian (Basic) Reading Three 2-hour classes a week	23 Mar	6 Apr - 12 Jun
Romanian (Basic) RSW - Phase III Five 2-hour classes a week	23 Mar	6 Apr - 12 Jun
Russian (Familiarization) Two 1-hour classes a week	23 Mar	6 Apr - 26 Jun (originally scheduled 6 Apr - 12 Jun)
Russian (Basic) RSW - Phase II Three 2-hour classes a week	16 Feb	2 Mar - 24 Jul
Russian (Intermediate) Reading - Economic I Two 3-hour classes a week	6 Apr	20 Apr - 31 Jul
Russian (Intermediate) Reading - Scientific I Two 3-hour classes a week	6 Apr	20 Apr - 31 Jul
Spanish (Basic) Reading Three 2-hour classes a week	23 Mar	6 Apr - 12 Jun

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Part-time Study (contd)

<u>Course</u>	<u>Registration Date</u>	<u>Dates of Course</u>
Spanish (Basic) RSW - Phase III Five 2-hour classes a week	23 Mar	6 Apr - 12 Jun
Spanish (Intermediate) RSW Three 2-hour classes a week	Immediately	16 Feb - 24 Apr
Turkish (Basic) RSW - Phase II Five 1-hour classes a week	16 Feb	2 Mar - 24 Jul
Uzbek (Workshop) Reading One 3-hour class a week	3 Mar	17 Mar - 19 May

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AREA TRAINING

Applications for part-time area training should be submitted to Registrar/TR on the dates indicated.

<u>Course</u>	<u>Registration Date</u>	<u>Dates of Course</u>
<u>Regional Survey</u>		
East Asia 1400 - 1630 hours Monday, Wednesday, Friday 2132 "I" Building	13 Apr	20 Apr - 26 Jun
Southeast Asia 1345 - 1645 hours Tuesday, Thursday 2132 "I" Building	24 Feb	3 Mar - 7 May
East Germany, Czech., and Poland 0900 - 1230 hours Tuesday, Thursday 2132 "I" Building	31 Mar	14 Apr - 18 Jun (originally scheduled 13 Apr - 15 May)

Note: Present plans for this course take it out of the category of a Basic Country Survey, as it was previously classified. A description of this course will follow in the next issue of the OTR Bulletin.

<u>Regional Survey</u>	<u>Southeast Asia</u>	<u>3 March - 7 May 1959</u>
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A regional survey on "Southeast Asia," covering the Philippines, Indonesia, Malaya, Vietnam, Cambodia, Laos, Thailand, and Burma, is scheduled to start on Tuesday, 3 March, and to continue through Thursday, 7 May. Classes will be held Tuesdays and Thursdays from 1345 to 1645 hours in Room 2132B "I" Building. Applications for enrollment should be in the office of the Registrar/TR on or before 24 February. An interview with the Chief Instructor, [REDACTED] 2132B "I" Building, extension 4438, is required of each applicant before admission to the class.

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While basically concerned with each of these countries, consideration will be given to regional relations that link them, or those that form cleavages among them. The economic, political, sociological, ecological, and demographic factors will be considered. There will also be discussions supplemented by films. Students will be required to take an oral test and submit term papers. Guest speakers have been invited to present some of the lectures.

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Regional Survey

East Asia

20 April - 26 June 1959

The next presentation of the Language and Area School's regional survey on "East Asia" is scheduled to start on Monday, 20 April, and to continue through Friday, 26 June. Classes will meet on Monday, Wednesday, and Friday from 1400 to 1630 hours in Room 2132 "I" Building. Applications for attendance should be in the office of the Registrar/TR, on or before 13 April. Anyone who wishes to attend the course should arrange for an interview with the Assistant Instructor, [ ] extension 4437.

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This survey on East Asia has been revised and it covers the areas of Communist China, Nationalist China, the two Koreas, Japan, and Asian Russia in the modern period, beginning approximately with 1860 with emphasis on the period after 1900. It treats the area as a whole and will not be a "country-by-country" survey, though on specific problems this will necessarily be done. Because of this approach, applicants should enter the course with some knowledge of one or more of the major countries in the area. There will be a comparative study of the interlocking problems of nationalism, economics, ideologies, and social forces of the area, together with an analysis of the impact and influence on the area of other powers, the Free World, the Communist blocs, and those currently uncommitted areas.

Basic Country Survey

USSR

11 March - 15 May 1959

The School of International Communism and the USSR, OTR, will give the third program in USSR Basic Country Survey from 11 March to 15 May. Classes will be held Wednesdays and Fridays from 0900 to 1200 in Room 2202 Alcott Hall. Applications for registration must be submitted to the Registrar, Office of Training, on or before 4 March. Maximum enrollment in this course is twenty-five. For further information, call [ ]

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[ ] SIC, extension 2428.

USSR Basic Country Survey is designed to meet the needs of personnel whose duties require comprehensive knowledge of the USSR. The emphasis is on current conditions. The following subjects are included:

- Historical development of Czarist Russia and the USSR
- Geography, natural resources and nationalities
- Role of the Communist Party
- Structure and activities of the government
- Military, scientific, and economic capabilities
- Organization and operations of the economy
- Soviet foreign policy

Lectures and seminars, which represent the primary means of instruction, will be presented by the regular staff members of SIC and by qualified specialists from offices throughout the Agency. Selected written material and films illustrating facets of the current Soviet scene will also be included.

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# External Training

## MANAGEMENT

### Personnel Conference at Chicago

The American Management Association will hold its Mid-winter Personnel Conference at the Palmer House, Chicago, Illinois, from 16 to 18 February 1959.

Concluding the conference on 18 February, Dr. Charles Malik, President of the General Assembly of the UN, will speak on the subject "Human Relations Pays Dividends."

Topics for discussion include:

- Teamwork in Personnel and Public Relations: A Case Study
- Creativity or Egocentricity
- Growing Career Managers
- Personnel Problems of Decentralization
- Communications: New Dimensions
- Wage and Salary Administration
- Clinker Clauses: A Case Study
- Re-evaluation of Job Evaluation
- Wages and Productivity
- Philosophies of Labor Relations: A Closer Look

### Columbia University

Twice yearly, a six-week program conducted by the Graduate School of Business, Columbia University, presents a concentrated course of study for senior executives. Two sessions are offered this summer: 14 June to 25 July 1959 and 16 August to 26 September 1959, both held at Arden House, Harriman, New York.

The Executive Program in Business Administration, designed for executives in top management position, is specifically planned for those who formulate, or help formulate, over-all policy. The program focuses on three interrelated areas: determination of business policies, internal administration, and

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Columbia University (contd)

management of economic, political, and social forces which affect business.

Because of the heavy demand for the program, applications should be submitted no later than 1 April 1959. Applicants will be notified of acceptance by 20 April for the June session and by 18 May for the August session.

Further information may be secured from the Information Branch, Registrar Staff/TR, extension 4625.

Cornell University

Under the sponsorship of its Graduate School of Business and Public Administration, Cornell University will conduct its seventh annual Executive Development Program from 22 June through 31 July 1959.

This course is designed for senior executives from private enterprise and Government agencies. Instruction will include consideration of important issues, interchange of ideas with faculty, business leaders, and other participants, and discussion of case studies. The over-all theme will be: "A Top Management Approach to Meeting Changing Conditions."

Applications should be submitted through Training Officers to the Registrar/TR by 1 March 1959.

Cornell University

A four-week Management Seminar in executive leadership will be offered 29 March to 24 April 1959 by the New York State School of Industrial and Labor Relations at Cornell University. Major emphasis will be on the application of theories and knowledge to the particular problem situations and to the ways and means of resolving them.

Resident Cornell Faculty will provide the leadership of the program. They will be assisted by guest lecturers from business, organized labor, and other educational institutions.

Applications should be submitted to the Registrar/TR no later than 27 February 1959.

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Johns Hopkins University

The fourth and final Conference for Corporation Executives, scheduled on the 1958-1959 program by the School of Advanced International Studies, Johns Hopkins University, will be held from 18-19 March 1959 at the Hotel Statler, Washington, D. C. Encompassing a survey of the British Commonwealth and its relation to American business, the topic for discussion is entitled The Pound and the Dollar.

Attendance is limited, but a small quota has been obtained for Agency personnel who may enroll, on a nonparticipating basis, as guests of the President of the Foreign Service Educational Foundation, an affiliate of SAIS.

Applications should be forwarded through Training Officers to the Registrar/TR, at least two weeks before the date of the conference. Applicants will be notified of acceptance.

American University

The School of Business Administration of American University will hold its thirteenth annual Institute on Railroad Management from 16 - 26 March 1959. This year the focus of the Institute will be on the competitive situation which the railroads face today and on what is being done and can be done in rates, services, improved plant and equipment, management procedures and research methods to cope with competition.

The program is designed for middle-management personnel who may be required to accept greater responsibilities in this field. Some experience in the study and management of rail transportation is highly desirable and generally required.

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# Registrar's Reminders

Information on courses can be obtained from Training Officers, the Information Branch/R/TR, or from the OTR Catalog. Approval and sponsorship of a supervisor are necessary to register in a course. Applications should be submitted through Training Officers to Registrar/TR, by the close of business of the date indicated.

	<u>Course</u>	<u>Registration Date</u>	<u>Dates of Course</u>										
25X1A	* Administrative Procedures 136, <input type="text"/>	9 Feb 13 Apr	16 Feb - 6 Mar 20 Apr - 8 May										
25X1A	Budget and Finance Procedures 149, <input type="text"/>	30 Mar	6 Apr - 17 Apr										
	Clerical Refresher Program Hours arranged after completion of pre-test 508, 1016 16th St.	9 Feb 16 Mar	16 Feb - 13 Mar 23 Mar - 17 Apr										
<p>Pre-testing for the Clerical Refresher Program is scheduled in Room 508, 1016 16th Street as follows:</p> <table border="0" style="margin-left: 40px;"> <tr> <td>12 February</td> <td></td> </tr> <tr> <td>19 March</td> <td></td> </tr> <tr> <td>Typing</td> <td>0900 - 1000</td> </tr> <tr> <td>Shorthand</td> <td>0930 - 1100</td> </tr> <tr> <td>English Usage</td> <td>1100 - 1200</td> </tr> </table>				12 February		19 March		Typing	0900 - 1000	Shorthand	0930 - 1100	English Usage	1100 - 1200
12 February													
19 March													
Typing	0900 - 1000												
Shorthand	0930 - 1100												
English Usage	1100 - 1200												
	Communist Party Organization and Operations Daily 0830 - 1230 hours 2202 Alcott	30 Mar	6 Apr - 1 May										

\* Please indicate phase in which employee is to be enrolled

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	<u>Course</u>	<u>Registration Date</u>	<u>Dates of Course</u>
	Conference Techniques Monday, Wednesday 0930 - 1130 hours 2025 R & S	13 Apr	20 Apr - 29 May
	Dependents' Briefing 117 Central	(Consult Training Officer)	3 Feb - 4 Feb 3 Mar - 4 Mar
	Effective Speaking Monday, Wednesday 0930 - 1130 hours 2025 R & S	2 Mar	9 Mar - 17 Apr
	Instructional Techniques	---	(Scheduled upon request)
	* Intelligence Orientation DDI, DDS DDP, DDS R & S Auditorium	Immediately 23 Feb	2 Feb - 27 Feb 2 Mar - 20 Mar
	Intelligence Research - Maps Monday, Wednesday, Friday 0900 - 1200 hours 2029 R & S	23 Feb	2 Mar - 20 Mar
25X1A	Management - Basic GS 11-13 Daily 0830 - 1230 hours 155, <input type="text"/>	16 Feb	23 Feb - 6 Mar
25X1A	* Operations Support 136, <input type="text"/>	23 Feb	2 Mar - 3 Apr
25X1A	Supervision - Basic GS 9-12 GS 12-14 Daily 0830 - 1230 hours 155, <input type="text"/>	2 Mar 23 Mar	9 Mar - 20 Mar 30 Mar - 10 Apr
25X1A	Supervision - Introduction to GS 5-7 Daily 0830 - 1230 hours 155, <input type="text"/>	9 Feb	16 Feb - 20 Feb
	* Please indicate phase in which employee is to be enrolled		

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<u>Course</u>	<u>Registration Date</u>	<u>Dates of Course</u>
Writing Workshop 0900 - 1200 hours 1st Wk: Monday, Tuesday, Thursday Last 3 Wks: Tuesday, Thursday 2027 R & S	23 Feb	2 Mar - 27 Mar

"0" Courses

Titles of "0" Courses are identified in the OTR Catalog (TR CC 100-1) January 1957.

0-4	23 Feb	2 Mar - 20 Mar
0-6	27 Apr	4 May - 29 May
0-8	27 Apr	4 May - 15 May
0-10	30 Mar	6 Apr - 17 Apr
0-12	27 Apr	11 May - 5 Jun
25X1A <span style="border: 1px solid black; display: inline-block; width: 50px; height: 15px; vertical-align: middle;"></span>		
0-13	16 Mar	23 Mar - 10 Apr
0-15	20 Apr	27 Apr - 15 May
0-17	23 Mar	6 Apr - 1 May
0-24	4 May	18 May - 12 Jun
0-25	9 Feb 23 Mar	16 Feb - 6 Mar 30 Mar - 17 Apr
0-27	13 Apr	20 Apr - 1 May
0-28	23 Feb	2 Mar - 20 Mar
0-29	9 Feb 16 Mar	16 Feb - 20 Feb 23 Mar - 27 Mar
0-30	23 Mar	6 Apr - 1 May
0-31	30 Mar	6 Apr - 24 Apr

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